



**Strathmore**  
UNIVERSITY

## **STRATHMORE BUSINESS SCHOOL**

MASTERS OF BUSINESS ADMINISTRATION HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

**HCM 8201: DECISION ANALYSIS FOR HEALTHCARE MANAGERS**

**DATE:** Friday, 8<sup>th</sup> December 2017

**Time:** 3 hours

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### **Instructions**

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE** and any other **THREE** Questions
3. Be as precise and concise as possible

### **Question 1 (Compulsory) (40 Marks)**

Read the case provided (**MPHC-Bangor: Pioneers in a Landscape of Constant Change, Flash Forward**) and then answer following questions.

#### **Required:**

- a) What is the problem in this case? **(1 mark)**
- b) Demonstrate at least **Four** ways in which you can prove that the chosen Problem is the problem facing the organizational leader in the case above **(5 Marks)**
- c) According to the case, January 2016: MPHC-Bangor practice officially closes on January 29, 2016. Please state and Explain how this decision complies with the 10 Principles of decision making that you have learnt in this course **(15 Mark)**
- d) Explain how MPHC-Bangor practice failed, Paula believed there was a disconnect with MPHC leadership on their vision for innovation. During the course we learnt that a decision not executed is only as good as a good intention. Using a framework of Implementing a decision, Illustrate how the MPHC leadership would have gone about Executing the MPHC-Bangor practice in order to Avoid Failure **(5 Marks).**
- e) State and explain the **Four** conditions of Decision-making and how the use of the understanding of these conditions would have saved the MPHC-Bangor practice **(4 Marks).**

### **Question 2 (15 Marks)**

People have different ways of making decisions. In fact while some people advocate for deep data analysis, others believe that it's better just to judge using one's practical wisdom to determine what works and what doesn't work. There is also a school of thought that believes that there is no need of wasting time on studying the merits or demerits of any decisions, decisions should just be based on political correctness.

#### **Required:-**

a) Please Explain the three decision making models **(6 Marks)**

b) Explain 3 characteristic differences of the three decision making models chosen **(9 Marks)**

### **Question 3 (15 Marks)**

You have been asked by your organization to determine a way forward in means of growing your hospital's revenues. The problem is very clear that if the revenues don't come, the hospital may have a close.

#### **Required:-**

a) Which step in the decision making process is the most important **(3 Marks)**

- A. Generating alternatives
- B. Choosing an alternative
- C. Evaluating alternatives
- D. Learning from feedback

b) With the help of a clear Explanation of the Decision making process Justify your answer **(12 Marks)**

### **Question 4 (15 Marks)**

As Executive in health Management, you are faced with decision-making that either makes or destroys life. These are very critical decisions since you have to do diagnostics, make inferences and recommend treatment. This is how critical your role is hence high need for critical thinking.

#### **Required:**

a) What is critical thinking and how could critical thinking be used to improve decision making and reduce clinical negligence that has caused so much pain in your industry **(3 Marks)**

b) State and Explain 6 characteristics of critical Thinkers **(6 Marks)**

c) State and Explain 6 Characteristics of Uncritical Thinkers **(6 Marks)**

### **Question 5 (15 Marks)**

It has been noted that Executives believe that the more decisions they make the more Effective they are yet that is not true since Executives should instead focus on making the most important decisions for the organization. This is a big problem so much so that most executives cannot even go on leave because the fear is that their subordinates will usurp their power. The executives want to be on top of everything and they need to be involved in every decisions including very routine ones like delivery of supplies to their premises. This keeps them so busy that they are constantly on the urgent and important box with no room for creativity since they are always reactive, not proactive.

#### **Required:-**

- a) Give at least 2 differences between having proactive and Reactive agents in an organization **(2 Marks)**
- b) Explain two ways in which you would determine the effectiveness of any Decision you have ever taken **(1 Marks).**
- c) According to Peter Drucker, there are six Sequential steps in Making an effective Decision, Using a problem that you have ever solved, please Illustrate these steps **(12 Marks)**